



# **TASK ORDER (TO)**

**47QFCA19F0003**

**Command, Control, Communications, Computers,  
Intelligence, Surveillance, and Reconnaissance (C4ISR)**

**in support of:**

**UNITED STATES SOUTHERN COMMAND  
(USSOUTHCOM)**



**Issued to:  
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**FEDSIM Project Number DE00935**

## SECTION C – PERFORMANCE WORK STATEMENT

### **C.1 MISSION**

USSOUTHCOM is one of ten Unified Combatant Commands (CCMDs) in the U.S. Department of Defense (DoD). USSOUTHCOM's Area of Responsibility (AOR) includes Central America, South America, and the Caribbean. USSOUTHCOM is responsible for providing contingency planning, operations, and security cooperation for Central and South America, the Caribbean, their territorial waters, and for the force protection of U.S. military resources at these locations. USSOUTHCOM is also responsible for ensuring the defense of the Panama Canal and the canal area.

USSOUTHCOM, its service component commands, and its strategic and operational partners (**Section J, Attachment F**) have a requirement for rapid reaction, special mission projects related to the integration of Irregular/Electronic Warfare Professional Services across multiple disciplines. These projects are designed to mitigate asymmetric threats in support of tactical elements deployed in various AORs and to support capacity building among partner nations in furtherance of these mitigation efforts. These projects support the development, integration, and operation of mission systems used for information collection that detect, identify, assess, exploit, or neutralize threats to the U.S. and its interests. The threats are not limited to counterintelligence (CI), but could also include cyberwarfare, cyberterrorism, and protection of critical infrastructure. C4ISR are often referred to as the collective whole, but the capabilities are distinct and each fulfills a different purpose.

#### **C.1.1 PURPOSE**

The purpose of this TO is to provide mission critical C4ISR support to USSOUTHCOM, its service component commands, and its strategic and operational partners. A list of service component commands and strategic and operational partners can be found in **Section J, Attachment F**. C4ISR capabilities are distinct and each fulfills a different purpose.

These distinct capabilities are defined below:

- a. Command and Control (C2) is the ability to exercise authority to provide direction to an assigned or attached force in the accomplishment of the mission.
- b. Communication provides secure, robust, and effective bi-directional flow of information to enable transport of voice and/or data.
- c. Computer resources enable the secure processing, displaying, and transportation of data in support of the assigned mission.
- d. Intelligence is the product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas; it is the information and knowledge about a topic obtained through observation, investigation, and analysis.
- e. Surveillance is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things by visual, aural, electronic, photographic, or other means.
- f. Reconnaissance is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data of geographic characteristics for a particular area.

## SECTION C – PERFORMANCE WORK STATEMENT

The goal of C4ISR operations is to provide accurate, relevant, and timely information to operational and strategic decision makers. Decision superiority is the competitive advantage, enabled by an ongoing situational awareness, that allows commanders and their forces to make informed decisions and implement them as fast and effectively as the situation warrants. Decision superiority is about improving the U.S.' ability to observe, orient, decide, and act faster and more effectively than the adversary based on the information that is provided through a sophisticated Information Technology (IT) -based system of systems.

To achieve this goal of decision superiority through effective employment of C4ISR capabilities, it is imperative to capitalize on the interoperability existing amongst the current C4ISR systems. To be effective, C4ISR systems must be strategic, operational, tactical, and responsive to the commander's or decision maker's needs. Intelligence, Surveillance, and Reconnaissance (ISR) systems and products must enable strategic, operational, and tactical users to better understand the operational environment systematically, spatially, and temporally, allowing them to orient themselves to the current and predicted situations to enable a decisive decision.

### **C.2 SCOPE**

The scope of this TO is to provide the support identified in this Performance Work Statement (PWS) to USSOUTHCOM, its service component commands, and its strategic and operational partners (**Section J, Attachment F**).

The contractor's Senior Operations Lead will be onsite at USSOUTHCOM in Miami, FL. Other places of performance may include CONUS locations in Florida (e.g. Miami, Key West, Homestead, and Jacksonville); Davis-Monthan Air Force Base (AFB), AZ; San Antonio, TX; and the Washington, DC area. There are also OCONUS requirements that may include temporary duty (TDY) within the SOUTHCOM AOR and additional OCONUS locations not within the USSOUTHCOM, as required.

### **C.3 CURRENT ENVIRONMENT**

USSOUTHCOM funds and manages several C4ISR programs including support of partner nations within the Command's AOR. USSOUTHCOM provides support for these nations' government owned contractor operated (GOCO) aircraft and equipment. In addition, USSOUTHCOM is receiving support for ISR operations through contractor owned, contractor operated (COCO) manned aircraft. Currently, USSOUTHCOM has active projects within the following countries in the AOR that require contractor support: Barbados, Belize, Colombia, Costa Rica, Guatemala, Honduras, Panama, and Peru. Please note that these locations are provided for informational purposes and support is not limited to these locations.

Additional information regarding USSOUTHCOM's current environment is located in **Section J, Attachment F**. In addition, a planned schedule that includes information regarding additional projects that are anticipated to occur during the Base Year and Option Years of this TO are included in **Section J, Attachment W**. Please note that support to be provided is not limited to USSOUTHCOM, and will also be provided to its service component commands, and its strategic and operational partners (**Section J, Attachment F**).

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## SECTION C – PERFORMANCE WORK STATEMENT

### **C.4 OBJECTIVE**

The objective of this TO is to provide agile, innovative, and cost efficient support to USSOUTHCOM, its service component commands, and its strategic and operational partners (**Section J, Attachment F**) to ensure they are properly postured to support mission critical requirements to address the dynamic global threat and security environment.

### **C.5 TASKS**

The contractor shall perform the following tasks in support of this TO.

- a. Task 1 – Provide Program Management
- b. Task 2 – Transition Support
- c. Task 3 – ISR Capabilities Research and Analysis
- d. Task 4 – ISR Systems Design and Developmental Engineering
- e. Task 5 – Test, Evaluation, and Deployment of ISR Systems
- f. Task 6 – Operations, Maintenance, and Logistics Support
- g. Task 7 – Intelligence Analysis and Assessments
- h. Task 8 – Training Support
- i. Task 9 – Information Assurance Support

#### **C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT**

The contractor shall provide program management support and contractor personnel resources necessary to support this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors and teaming partners, to satisfy the requirements identified in this TO.

The contractor shall institute and maintain industry best-practice standards, processes, and methodologies. Should the contractor encounter any technical, security, financial, personnel, or general managerial problems throughout the TO period of performance, the contractor shall immediately contact the FEDSIM COR and USSOUTHCOM Technical Point of Contact (TPOC).

##### **C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING**

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO via Enterprise Contractor Manpower Reporting Application (ECMRA) which is a secure data collection site. The contractor shall completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor that was executed during the Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year.

Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

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Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

### **C.5.1.2 SUBTASK 2 – COORDINATE A TO KICK-OFF MEETING**

The contractor shall schedule, coordinate, and host a TO Kick-Off Meeting at a location approved by the Government (**Section F, Deliverable 02**). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization, invoicing, and reporting procedures. At a minimum, the attendees shall include the FEDSIM CO, contractor Key Personnel, representatives from USSOUTHCOM, other key Government personnel, the USSOUTHCOM TPOC, and the FEDSIM COR.

The contractor shall provide a TO Kick-Off Meeting Agenda (**Section F, Deliverable 01**) prior to the meeting for review and approval by the FEDSIM COR and the USSOUTHCOM TPOC. The agenda shall include, at a minimum, the following topics:

- a. Introduction of team members and personnel to include roles, responsibilities, and lines of communication between the contractor and the Government.
- b. Transition discussion including initial TDLs requiring support.
- c. Security discussion and requirements (i.e., clearance transfers, building access, badges, Common Access Cards (CACs)).
- d. Project Management Plan (PMP) discussion including schedule, tasks, etc.
- e. Staffing Plan and status.
- f. Financial forecasting/tracking and invoicing requirements (**Section C.5.1.10 and Section G.3**).
- g. TO portal strategy (**Section C.5.1.9**).

The Government will provide the contractor with the number of Government participants for the TO Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (**Section F, Deliverable 03**) documenting the TO Kick-Off Meeting discussion and capturing any action items.

### **C.5.1.3 SUBTASK 3 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a Draft PMP (**Section F, Deliverable 04**) on which the Government will make comments. The Final PMP (**Section F, Deliverable 05**) shall incorporate the Government's comments.

At a minimum, the PMP shall:

- a. Describe the proposed management approach and contractor organizational structure.

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- b. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between or among Government organizations.
  - 1. The WBS shall identify all technical activities at a level of detail sufficient for the contractor to manage the work.
  - 2. Each WBS element shall be accompanied by a description and expected result(s).
  - 3. Each WBS element shall include an estimate of the Level of Effort (LOE) required by labor category and associated cost.
- c. Contain detailed Standard Operating Procedures (SOPs) for all tasks and processes that require Government involvement and/or approval.
- d. Include milestones, tasks, and subtasks required in this TO.
- e. Include delivery schedules for Section F, Deliverables 12, 15, 20, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, and 39.
- f. Describe in detail the contractor's approach to risk management under this TO.
- g. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.

The PMP is an evolutionary document that shall be updated annually at a minimum or as changes in the program occur. The contractor shall work from the latest Government-approved version of the PMP.

### **C.5.1.4 SUBTASK 4 – QUALITY ASSURANCE**

The contractor shall provide a Draft Quality Control Plan (QCP) (**Section F, Deliverable 06**) on which the Government will make comments. The Final QCP (**Section F, Deliverable 07**) shall incorporate the Government's comments. Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures to provide high quality performance for each Task Area. The QCP shall describe how the contractor's processes integrate with the Government's requirements.

The contractor shall periodically update the QCP, as required as changes in program processes are identified.

### **C.5.1.5 SUBTASK 5 – PREPARE A MONTHLY STATUS REPORT (MSR)**

The contractor shall develop and provide an MSR (**Section F, Deliverable 08**). The MSR shall, at a minimum, include the following:

- a. For each task and/or project, the activities and deliverables supported and/or completed during the previous month (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). This includes a list of all deliverables delivered during this period and status of Government approval.
- b. Identified issues or concerns and the proposed resolution.
- c. Problems encountered and corrective actions taken.



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- d. Updated personnel roster that also specifically identifies any gains, losses, and status changes (security clearance, etc.).
- e. Government actions required.
- f. Schedule (identify major tasks, milestones, and deliverables and the planned and actual start and completion dates for each). This includes updates as compared to each TDL baseline schedule (refer to **Section C.5.1.12**).
- g. Summary of trips taken and conferences attended for reporting period.
- h. Financial status:
  - 1. Costs incurred at the TDL and CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
  - 2. Costs invoiced at the TDL and CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
  - 3. Projected costs to be incurred at the TDL and CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), for the current month.
- i. Recommendations for changes, modifications, or improvements to tasks or processes.
- j. Changes to the PMP.

### **C.5.1.6 SUBTASK 6 – CONVENE TECHNICAL STATUS MEETINGS**

The contractor TO Program Manager (TOPM) shall convene a monthly Technical Status Meeting (**Section F, Deliverable 09**) with the USSOUTHCOM TPOC, FEDSIM COR, and other Government stakeholders. The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor TOPM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, i.e., Technical Status Meeting Minutes (**Section F, Deliverable 10**), to the FEDSIM COR within five workdays following the meeting).

### **C.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS**

When requested, the Government will require a Trip Report (**Section J, Attachment G**) for all travel charged to the TO (**Section F, Deliverable 11**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, Government approver(s), location of travel, duration of trip, total cost of the trip, and Point of Contact (POC) at the travel location. Trip reports shall also contain a detailed description of the purpose of the trip and any knowledge gained.

### **C.5.1.8 SUBTASK 8 – PROVIDE MEETING REPORTS**

The contractor shall provide Meeting Reports (**Section F, Deliverable 12**), as requested by the Government, to document meetings. The Meeting Reports shall, at a minimum, include the following information:

- a. Meeting attendees and their contact information and organization.
- b. Meeting date and location.
- c. Meeting agenda.

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- d. Purpose of meeting.
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned).
- f. Conclusion.
- g. Recommendation(s).
- h. Next scheduled event(s) impacting or impacted by the meeting.

### **C.5.1.9 SUBTASK 9 – DEVELOP AND MAINTAIN A TO PORTAL**

The contractor shall develop and maintain an unclassified TO portal that both Government-approved contractor personnel and Government personnel can access worldwide via unique user identification and password. The TO portal shall not be CAC-enabled and shall be a cloud-based solution available to users with a .mil or a .gov account. The contractor shall provide the Government with a Recommended Portal Strategy (**Section F, Deliverable 13**) at the TO Kick-Off Meeting for FEDSIM COR and USSOUTHCOM TPOC approval. At a minimum, the strategy shall include technical requirements, a schedule, assumptions, etc.

The objective of the TO portal is to introduce efficiencies and ensure coordinated service delivery. At a minimum, the TO portal shall serve as a repository for all unclassified TO deliverables and financial tracking data to include financial forecasts. The portal shall also include a workflow process that automates the contractor's submission of Requests to Initiate Purchases (RIPs), Travel Authorization Requests (TARs), and Trip Reports. This workflow process shall also allow the FEDSIM COR, USSOUTHCOM TPOC, and other Government personnel to provide digital concurrence and approval for RIPs, TARs, and Trip Reports.

### **C.5.1.10 SUBTASK 10 – FINANCIAL FORECASTING AND TRACKING**

The Government anticipates that funding will be received from multiple sources and financial data will need to be tracked at the Military Interdepartmental Purchase Request (MIPR), funding source, or TDL level. The contractor shall work with the FEDSIM COR and USSOUTHCOM TPOC to determine, for each task or project, the level of financial tracking required. For each task or project, the contractor shall create a Financial Forecast (**Section F, Deliverable 14**) for each TO period of performance that details the anticipated monthly costs by CLIN and TDL. The contractor shall set the baseline at the start of each TO period of performance and update the forecasts monthly, at a minimum, as costs are incurred, or as requirements change.

The contractor shall present a draft proposed format for the financial forecast at the TO Kick-Off meeting for FEDSIM COR and USSOUTHCOM TPOC approval and shall utilize the Government-approved format.

### **C.5.1.11 – SUBTASK 11 – CONDUCT TDL REQUEST KICK-OFF MEETINGS**

Following the approval of the Technical Direction Letter (TDL), the contractor shall schedule, coordinate, and host a TDL Request Kick-Off Meeting (**Section F, Deliverable 15**) for each C4ISR TDL at the location approved by the Government. At the Government's discretion, the TDL Kick-Off Meeting may be held virtually. The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the project. The meeting will provide the opportunity to discuss technical, management, and security issues, as well as travel authorization and reporting procedures required for the project. At a

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minimum, the attendees shall include contractor Key Personnel, representatives from USSOUTHCOM, other relevant Government personnel, the USSOUTHCOM TPOC, and the FEDSIM COR.

Prior to the TDL Kick-Off Meeting, the contractor shall provide a TDL Kick-Off Meeting Agenda (**Section F, Deliverable 16**) for review and approval by the USSOUTHCOM TPOC prior to finalizing. The agenda shall include, subject to guidance from the USSOUTHCOM TPOC, the following topics/deliverables:

- a. POCs for all parties.
- b. Draft TDL Plan in accordance with **Section C.5.1.12 (Section F, Deliverable 17)**.

The Government will provide the contractor with the number of Government participants for each TDL Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide TDL Kick-Off Meeting Minutes (**Section F, Deliverable 18**) documenting the TDL Kick-Off Meeting discussion and capturing any action items.

### **C.5.1.12 – SUBTASK 12 – TDL PROJECT MANAGEMENT**

The contractor shall provide project management support for each TDL under this TO. The USSOUTHCOM TPOC and FEDSIM COR will communicate all requests for project support to the contractor. The contractor shall prepare a TDL Plan for each project identified by the USSOUTHCOM TPOC and FEDSIM COR. The contractor shall tailor the requirements for each TDL Plan to match the complexity of the project requirements. The contractor shall provide the Government with a Draft TDL Plan at the TDL Kick-Off Meeting. The Final TDL Plan (**Section F, Deliverable 19**) shall incorporate the Government's comments. The contractor shall provide support in accordance with the PMP and the latest Government approved TDL Plan as the TDL Plan is an evolutionary document that shall be updated by the contractor as elements of the project change.

At a minimum, the TDL Plan shall include the following:

- a. Implementation plan/strategy which defines the project specifications, structure, requirements, activities, conditions, risks, mitigations, and schedule from project inception through project closeout. All project milestones shall be detailed with clear, unambiguous targets.
- b. A WBS may be required for some projects, the USSOUTHCOM TPOC and FEDSIM COR will specify which project(s) require a WBS and the required WBS level. The WBS shall have the appropriate amount of detail in order to provide clear instructions to the personnel supporting the project and shall include a detailed and reasonable estimate of the total time and effort involved.
- c. Project staffing and resource profile.
- d. Travel and security considerations.
- e. Communication and roles and responsibilities framework to ensure both the contractor and the Government are able to efficiently and effectively monitor progress and receive early warning of potential issues.

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- f. Sequence diagrams and/or a Program Evaluation and Review Technique (PERT) chart (if applicable).
- g. Detailed project cost estimate [Rough Order of Magnitude (ROM)] broken out by CLIN.

The contractor shall notify the USSOUTHCOM TPOC and FEDSIM COR once a TDL is complete. Once the USSOUTHCOM TPOC and FEDSIM COR have concurred that the TDL is complete, the contractor shall conduct a post-project review and provide the Government with an After Action Report (**Section F Deliverable 20**) that, at a minimum, outlines the following:

- a. Success factors and if/how they were met.
- b. Project transition considerations.
- c. Schedule data. Milestone dates met as compared to baseline schedule in TDL Plan.
- d. Financial data. Cost incurred as compared to baseline costs in TDL Plan.
- e. Recommendations for future consideration.
- f. Lessons Learned.

### **C.5.2 TASK 2 – TRANSITION SUPPORT**

The contractor shall provide Transition Support for seamless transitions between incumbent and incoming contractors.

#### **C.5.2.1 SUBTASK 1 – TRANSITION-IN**

The contractor shall update the Draft Transition-In Plan provided with its proposal and provide a Final Transition-In Plan as required in Section F (**Section F, Deliverable 21**).

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. Additional information regarding USSOUTHCOM's current environment and Base Year requirements are located in **Section J (Attachment F – Current Environment and Attachment W – Anticipated Base Year Projects)**. The contractor shall implement its Final Transition-In Plan No Later Than (NLT) ten calendar days after award, and all transition activities shall be completed 90 calendar days after approval of Final Transition-In Plan unless otherwise specified in **Section J, Attachment W**.

#### **C.5.2.2 SUBTASK 2 – TRANSITION-OUT**

The contractor shall provide transition-out support when required by the Government. The Final Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO.

The contractor shall provide a Draft Transition-Out Plan (**Section F, Deliverable 22**) within six months of Project Start (PS). The Government will work with the contractor to finalize the Transition-Out Plan (**Section F, Deliverable 23**) in accordance with Section E. At a minimum, this Final Transition-Out Plan shall be reviewed and updated on an annual basis. Additionally, the Final Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period.

In the Final Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

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- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor to contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless Transition-Out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

### **C.5.3 TASK 3 – ISR CAPABILITIES RESEARCH AND ANALYSIS**

The contractor shall research, analyze, and evaluate emerging ISR technologies. This support could include developing custom identification, collection, interpretation, and evaluation methods in order to assess ISR technologies against areas such as Cloud, Big Data, mobility, processing/exploitation/dissemination, and cyber. The contractor shall support activities that could include, but are not limited to, the following:

- a. Conducting research and analysis of current and future ISR capabilities, requirements, deployments, and integration; ISR advanced concepts and technologies; system and subsystem platform integration; application of applied physics; analysis of electrical designs; analysis of mechanical concepts; analysis of acoustic noise and sonar systems; and analysis of target illumination, detection, characterization, and classification.
- b. Conducting research and analysis to support the development of ISR technologies directly responsive to special warfare related ISR requirements.
- c. Conducting research and analysis and providing an ISR Design and Development Recommendation Report (**Section F, Deliverable 24**) that provides recommendations to the Government to support the design and development of ISR systems, subsystems, associated equipment, and programs.
- d. Conducting data analysis and providing a Strategic Concept Development Report (**Section F, Deliverable 25**) that provides technical recommendations to the Government for the enhancement of strategic concept development.
- e. Identifying, exploiting, and manipulating current and emerging ISR technologies.
- f. Supporting C4ISR and Big Data system technology insertion initiatives including the transfer and transition of existing and emerging ISR technologies.
- g. Providing systems engineering and integration support to C4ISR and other initiatives including the development of systematic situation analyses, trade-off analyses, problem and potential problem analyses, decision analyses, risk analyses, tactics analyses, mission analyses, and strategy analyses (i.e., Systems Engineering and Integration Analyses (**Section F, Deliverable 26**)) associated with systems engineering and integration.

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- h. Providing human systems integration analysis and design solutions for ISR systems.
- i. Researching, analyzing, designing, developing, fabricating, integrating, testing, delivering, and installing test capability software.
- j. Analyzing system support requirements and documenting the analysis and findings for the Government in a Systems Support Requirements Document (**Section F, Deliverable 27**).
- k. Assisting the Government with research regarding the potential utilization and effectiveness of Commercial Off-The-Shelf (COTS) and Government Off-The-Shelf (GOTS) hardware and software.

### **C.5.4 TASK 4 – ISR SYSTEMS DESIGN AND DEVELOPMENT ENGINEERING**

The contractor shall develop, engineer, and integrate C4ISR subsystems and sensors for use in the collection, processing, exploitation, and dissemination of ISR data and/or to support critical infrastructure. The contractor shall support the full lifecycle of ISR data and critical infrastructure. The contractor shall support activities that could include, but are not limited to, the following:

- a. Developing the detailed designs of ISR systems and subsystems in an ISR Systems Design Document (**Section F, Deliverable 28**) in coordination with the Government.
- b. Designing ISR Systems and Subsystems Source Code (**Section F, Deliverable 29**) to include unique subsystem components that could include devices associated with detection, characterization, and classification of ISR information using radiation, acoustic, optical, or other types of scientific sensors.
- c. Updating and delivering Modernized Equipment Technical Documentation (**Section F, Deliverable 30**) that reflects the modernized equipment configuration. This technical documentation shall include updating engineering drawings, provisioning documentation, software documentation, and technical instructions.
- d. Developing Analysis Verification and Validation Documentation (**Section F, Deliverable 31**) that supports analysis verification and validation of ISR systems.
- e. Completing all non-recurring engineering and logistics data development activities to support intermediate and depot maintenance and related support infrastructure requirements.
- f. Developing and modifying Digital Imagery and Video Analysis Software (**Section F, Deliverable 32**) in accordance with the standards required for interoperability.
- g. Developing Image and Video Manipulation Software (**Section F, Deliverable 33**) for image and video manipulation functions, enhancement tools, and improvement methods.
- h. Developing Rapid Reaction Technology Concept of Operations (CONOPS) (**Section F, Deliverable 34**) and Technical Testing Approaches (**Section F, Deliverable 35**) for operational testing purposes. At a minimum, CONOPS shall address specific requirements, specifications, Government-Furnished Property (GFP), Contractor-Furnished Equipment (CFE), GOTS software, COTS software, and locally fabricated integration components.
- i. Developing and modifying Sensor Data Fusion Software and Source Code (**Section F, Deliverable 36**). Sensor data fusion software is used to create database applications, as

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well as to accommodate computer hardware and operating system changes. The software supports database management software, data analysis software, and database content exchange between systems acting as a bridge between different technologies.

- j. Supporting the development, engineering, and integrating of any additional subsystem and sensors in order to enable the Government to transform data into information that can be readily disseminated and used, transmitted, and exploited by Government and/or contractor analysts.

### **C.5.5 TASK 5 – TEST, EVALUATION, AND DEPLOYMENT OF ISR SYSTEMS**

The contractor shall conduct testing, evaluation, and deployment of ISR systems. The contractor shall support activities that could include, but are not limited to, the following:

- a. Performing installation and checkout for all subsystems and sensors.
- b. Researching and analyzing software anomalies and updating, integrating, testing, and delivering software corrections to ensure legacy capabilities are not degraded.
- c. Ensuring that current software is capable of functioning with legacy capabilities currently processed by the Government.
- d. Implementing advanced systems to improve data communication and aid quick dissemination of critical information. Integrating information from single or multiple sources with related information that enables the Government and/or contractor to evaluate the integrity of the information.
- e. Developing Analysis Test Reports (**Section F Deliverable 37**) describing, at a minimum, the analysis conducted and an evaluation of the test results.
- f. Implementing system configuration and layout, component selection, software code, and electronic printed circuit board designs.
- g. Providing integration, operations, and technical support of ISR systems, subsystems, and associated equipment. Integration support includes, but is not limited to, the integration of subsystem and sensors with models, software, hardware, firmware, COTS items, integrated systems, and subsystems.

### **C.5.6 TASK 6 – OPERATIONS, MAINTENANCE, AND LOGISTICS SUPPORT**

#### **C.5.6.1 SUBTASK 1 – OPERATIONS**

The contractor shall support operational customers with the collection of ISR data. Data collection in the domains of air, ground, and maritime is not limited to the use of ISR equipment, and it also includes additional methods such as field surveys, as required and specified by the Government. The contractor shall interface directly with operational customers to provide technical support with the use of specialized ISR equipment. The contractor shall provide the full scope of technical support which could include on-site maintenance, repair, logistics support, and the operation of ISR equipment developed and fielded. The contractor shall support activities that could include, but are not limited to, the following:

- a. Developing Ground Operating Procedures (GOP) (**Section F, Deliverable 38**) and Flight Operating Procedures (FOP) (**Section F, Deliverable 39**).

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- b. Providing a CONOPS Analysis (**Section F, Deliverable 40**) and recommending the most viable concepts to the Government.
- c. Demonstrating and evaluating the proposed rapid reaction technologies for each Government-approved CONOPS.
- d. Providing expert level analysis and assessment of ISR, command and control systems, and other emerging technical efforts.
- e. Developing SOPs and Processes (**Section F, Deliverable 41**), leveraging knowledge management and industry best practices, associated with system operations and mission areas.
- f. Developing Technical Performance and Evaluation Plans (**Section F, Deliverable 42**) to support the rapid insertion of one or more capabilities into an operational environment(s).
- g. Identifying, coordinating, and positioning resources, for each Government-approved CONOPS, during system and subsystem development and testing to satisfy intelligence requirements.
- h. Developing and managing a Collection Plan (**Section F, Deliverable 43**), once data has been verified and validated by the Government that integrates requirements with target characteristics.
- i. Maintain control and custody of Communications Security (COMSEC) equipment, devices, and data (DoD Instruction 8523.01)

### **C.5.6.2 SUBTASK 2 – MAINTENANCE**

The contractor shall provide maintenance support for ISR systems and equipment. The contractor shall manage warranty and maintenance agreements for all equipment and software that require warranty and maintenance contracts. To mitigate service disruptions, all equipment shall remain covered by maintenance agreements through its deployment. Additionally, the contractor shall provide notification regarding all future maintenance overage requirements. The contractor shall support activities that could include, but are not limited to, the following:

- a. Designing, obtaining, installing, configuring, and maintaining systems and equipment including, but not limited to, sensors, battlefield management infrastructure, decision support software, and other related capabilities, as required by the Government.
- b. Modernizing infrastructure through the replacement of computer processors and peripheral equipment, updating required operating systems and control and support software, and upgrading interface test adapter and ancillary equipment hardware and software.
- c. Supporting sensor storage and providing maintenance and logistics processing for non-deployable systems.

### **C.5.6.3 SUBTASK 3 – LOGISTICS SUPPORT**

The contractor shall provide logistics support for deployed operational, maintenance, and logistics personnel. The contractor shall integrate product support elements to develop and maintain a cost effective and feasible Product Support Strategy (**Section F, Deliverable 44**). This support shall include systems acquisition management best practices to ensure product support strategies are designed to ensure cost effective sensor/IT Data Collection Systems, across



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the product's life cycle. In addition, the contractor shall consider and implement processes, as appropriate, that ensure each of the following 12 Integrated Product Support (IPS) Elements are optimized to program objectives: Product Support Management, Design Interface, Sustaining Engineering, Supply Support, Support Equipment, Packaging Handling Storage and Transportation, Computer Resources, Manpower and Personnel, Maintenance Planning and Management, Training and Training Support, Facilities and Infrastructure, and Technical Data Management. In addition, the contractor's Product Support Strategy shall ensure all elements are effectively weighted for the program and include considerations to efficiently and rapidly integrate new technologies across platforms, and provide proper methods of disposition for old or unused technology.

### **C.5.7 TASK 7 – INTELLIGENCE ANALYSIS AND ASSESSMENT**

The contractor shall work in conjunction with the Government to provide all source intelligence analysis of the Full Motion Video (FMV) data and all other data and information collected via ISR operations in order to provide a measured, well-informed, and timely response to various threats. This task refers to the analysis conducted both real time during the operation and analysis conducted following the operation. The contractor shall prepare Strategic Capabilities Assessment Reports (**Section F, Deliverable 45**) which contain the results of research conducted, describe the analysis performed, and include any proposed recommendations.

The contractor shall utilize available industry data, including market data available for purchase, outside reports, and other data provided by the requested agency, to identify socio-economic trends within a geopolitical region. Where standard data tools, such as those primary research methods listed above, are not available, the contractor shall be required to conduct non-traditional forms of primary research, such as surveys.

### **C.5.8 TASK 8 – TRAINING SUPPORT**

The contractor shall develop Training Documentation (**Section F, Deliverable 46**) containing materials and manuals, and coordinate and provide training for demonstrations, exercises, operational systems training, and mission training. At a minimum, operational systems training shall address operator and/or maintainer interfaces with the system, including normal and degraded modes of operation in order to ensure users' ability to operate the systems delivered. Additionally, at a minimum, mission training shall include the operating environment, threats, political concerns, and special operating considerations.

The contractor shall deliver all modes of training including classroom, on-the-job, and distance learning at Government and contractor sites worldwide. Additionally, the contractor shall be required to deliver training in languages other than English. Other languages could include, but are not limited to, Spanish (Latin America), Portuguese, and French. Historically, over 90 percent of training conducted has been delivered in a foreign language.

The contractor shall provide logistics support and lodging for all students in accordance with **Section G**. Additional information regarding USSOUTHCOM's current training environment is located in **Section J, Attachment F**.

**C.5.9 TASK 9 - INFORMATION ASSURANCE SUPPORT**

The contractor shall transmit mission data to the Government's technology partners to validate data results and make appropriate updates to the software. The contractor shall provide the appropriate infrastructure to receive software updates and software patches necessary to maintain operability of mission sensors. Information Assurance policies are necessary to maintain the integrity of proprietary software and source code from Government technology partners. The contractor shall provide IA policies and services to support C4ISR activities conducted under the scope of this TO. The contractor shall provide technological responses that prevent, detect, and respond to cyber threats and conduct research and analysis of actionable cyber threats requiring a rapid response. The contractor shall provide IA support to the Government for classified activities, establish and for information systems or equipment operating within a classified environment. All support provided by the contractor shall be in accordance with all applicable DoD cyber security policies and standards.

The contractor shall support activities that could include, but are not limited to, the following:

- a. Maintaining continuous control and accountability of all hardware and software, operated and maintained by the contractor that is entered into and removed from classified facilities. Provide an inventory report for all COMSEC, hardware, and software (**Section F, Deliverable 47**).
- b. Providing day-to-day security management and oversight for classified activities performed by contractor personnel, including sensitive documents, data, and equipment. Perform routine data updates and perform required security patches. Provide monthly report on security updates and patching activities (**Section F, Deliverable 48**).
- c. Managing the use, processing, and disposition of sensitive items.
- d. Complying with the Government's cybersecurity efforts in such areas as accreditation, security plans, defensive operations, outlining security operating procedures, and security training.
- e. Supporting the design, development, operations, maintenance, and upgrade of Government mission sensors and communications devices.
- f. Conducting both manual and automated software code reviews.